

The SocialStyles360 Behavioral Style Assessment

Personalized Report for:
Sample Report

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Introduction to The SocialStyles360 Behavioral Style Assessment

Dear Sample,

Congratulations on completing the SocialStyles360 Behavioral Style Assessment. Completing the SocialStyles360 Assessment could be one of the most important relationship building decisions you will ever make.

With your personalized and comprehensive SocialStyles360 Behavioral Style Assessment, you have the tools to be successful. Your assessment will not only help you become a better you, it will help you behave more maturely and productively by teaching you how to focus on your goals instead of your fears. Then you can develop and use more of your natural strengths, while recognizing, improving upon and modifying your limitations. This report does not deal with values or judgments. Instead, it concentrates on your natural tendencies that influence your behavior.

HOW TO USE THIS REPORT

First, read through the entire report. You'll see that it is divided into three parts. The first part presents your eGraph results. Right after taking your SocialStyles360 Behavioral Style Assessment, you will only see your results. As you invite others to complete the observer assessment, as they see you, more and more plot points will appear on your eGraph. This first section of your report will also cover how to read and interpret your eGraph results. It also includes a discussion of your personal "substyle" with brief descriptions of all 16 SocialStyles360 substyles.

The second part focuses on understanding your style characteristics at work, under stress, etc., and offers strategies for increasing your personal effectiveness. **Please note** that there is no 'best' style. Each style has its unique strengths and opportunities for continuing improvement and growth. The strengths and weaknesses, and any behavioral descriptions mentioned in this report, are *tendencies only* for your style group and may or may not specifically apply to you personally.

The third section of this report focuses on how to use the SocialStyles360 concept with others, from how to visually and verbally identify another person's style to how to adapt your behavior to "connect" with any of the four primary SocialStyles360 styles. This last section is the all important successful application of this concept in all of your interpersonal relationships.

Study the characteristics of your style and how it relates to others. Practice 'reading' the signals others will send you and master it. Your success truly depends on the relationships you build. Why not build them on a foundation of proven, reliable skills?

During your 30-day observer assessment period, the results of your observer assessments will be compiled. You can see the results plotted on your customized eGraph. This report helps you interpret the composite results of your observers and provides suggestions on how to modify your behavior to have more effective relationships. It's an important component to the total Behavioral Style Assessment because it truly completes the 360-degree perspective initially promised to you.

Isn't a simple Self-Assessment Report accurate enough? Yes, but only from your own point of view. Quite often, the behaviors that are measured are more easily observed by others than by oneself. You know, better than others, what your own thoughts and motives are. However, others may be more accurate observers of your actual behavior... and it is behavior that is intended to be measured here.

In professional and personal dealings with people, most of us experience conflicts from time to time. We may not be able to put our fingers on the cause, but something about the interaction is uncomfortable. Then too, there are those times when we first meet someone, and after several minutes feel as if we have known them for many years.

When we “click” like this with people, we often call it chemistry, or say that we get “good vibes” from that person. Our ability to develop and maintain chemistry with many different kinds of people is crucial to professional and personal success.

The SocialStyles360 recognizes that people are different, that others may not wish to be treated the same way you do. Patterns that work for you may not work for them. In short, the SocialStyles360 allows for individual differences and preferences, and serves as a useful guide for many relationship situations.

When your knowledge of behavioral styles is combined with the application of *The Platinum Rule™*, you have an invaluable tool for creating better chemistry faster, more of the time, in more of your relationships.

You’re encouraged to read through the entire SocialStyles360 Report. Study each section to learn, practice, and reinforce your new skills.

You will learn two things:

1. Your Behavioral Style through the eyes of others
2. Your degree of self-awareness

You will know more about your self-awareness because you will be able to compare your Self-Assessment with the Assessments of your observers and see how similar they are.

PERCEPTIONS... WHAT DO THEY MEAN?

How did your self-perception compare to the observers’ perceptions? There are three possible scenarios:

1. Most saw you the same
2. Most saw you differently
3. Some saw you the same while some saw you differently

The perceptions others have of our behaviors may or may not best describe who you really are. It is simply a perception of behaviors you exhibit in a particular environment or relationship. The good news is you are not your behaviors. With your new found information on behavioral styles, you have choices to modify those behaviors if needed.

Studies have shown that the most effective people:

1. Know themselves
2. Know the needs or demands of the situation or relationship
3. Adapt their behaviors to meet those needs

Our behaviors are a very important part of the communication process. Suppose you tell your child he/sh is the most important thing in your life and yet you find little time to spend with him/her. Or you tell your boss that you love your job and yet you are always late.

The goal of these assessments is to help you become aware of your behaviors and the impact they can have on others. Then by practicing suggested behavior changes, you can enhance the relationships that otherwise have been a strain.

If your observers saw you as a different Primary Behavioral Style and you want complete information about that style, you can obtain it in Part III.

So, before diving in, let’s briefly review the four SocialStyles360 Primary Styles.

BEHAVIORAL STYLES

Historical, as well as contemporary, research reveals more than a dozen various models of our behavioral differences, but many share one common thread: the grouping of behavior into four categories. **Behavioral Styles** focuses on patterns of *external, observable* behaviors using scales of assertiveness and responsiveness that each style exhibits. Because we can see and hear these external behaviors, it becomes much easier to 'read' people. This model is simple, practical, and easy to remember and use.

As you read the descriptions of each style below, think about your new insights into your preferences. You might prefer relationships to tasks, perhaps you act slower rather than faster, or maybe you like to tell people what you think rather than keep it to yourself. Then think about the people around you in the office or in your personal life... what style do their behavioral tendencies reflect? The following descriptions and adaptability guidelines will help you get on the same wavelength with each of the four styles.

Keep in mind that no one style is better than another. Each has its' own strengths and weaknesses. Remember, however, strengths pushed to extremes can also become weaknesses. Here's a quick overview of the four behavioral styles and a brief description of how extreme behaviors may be perceived by others.

Here are the four primary behavioral styles:

The Driver Style: The Driver Styles are driven by two governing needs: the need to control and the need to achieve. The Driver Styles are goal-oriented go-getters who are most comfortable when they are in charge of people and situations. They want to accomplish many things now, so they focus on no-nonsense approaches to bottom-line results.

The Driver Styles seek expedience and are not afraid to bend the rules. They figure it is easier to beg forgiveness than to ask permission. The Driver Styles accept challenges, take authority, and plunge headfirst into solving problems. They take charge in a crisis. They are fast-paced, task-oriented, and work quickly and impressively by themselves, which means they become annoyed with delays. They are willing to challenge outdated thinking and ideas.

The Expressive Style: The Expressive Styles are friendly, enthusiastic "party-animals" who like to be where the action is. They thrive on the admiration, acknowledgment, and compliments that come with being in the limelight. The Expressive Styles just want to have fun. They are more relationship-oriented than task-oriented. They would rather "schmooze" with clients over lunch than work in the office.

The Expressive Style's strengths are enthusiasm, charm, persuasiveness, and warmth. They are gifted in people skills and communication skills with individuals as well as groups. They are great influencers. They are idea-people and dreamers who excel at getting others excited about their vision. They are optimists with an abundance of charisma. These qualities help them influence people and build alliances to accomplish their goals.

The Amiable Style: The Amiable Styles are warm, supportive, and nurturing individuals. They are the most people-oriented of the four styles. The Amiable Styles are excellent listeners, devoted friends, and loyal employees. Their relaxed disposition makes them approachable and warm. They develop strong networks of people who are willing to be mutually supportive and reliable. The Amiable Styles are excellent team players.

The Amiable Styles are risk-averse. In fact, they may tolerate unpleasant environments rather than risk change. They like the status quo and become distressed when disruptions are severe. When the Amiable Styles are faced with change, they need to think it through, plan, and accept it into their world. The Amiable Styles, more than the other behavioral types, strive to maintain personal composure, stability, and balance.

In the office, the Amiable Styles are courteous, friendly, and willing to share responsibilities. They are good planners, persistent workers, and good with follow-through. Amiable Styles go along with others even when they do not agree because they do not want to rock the boat.

The Amiable Styles are slow decision-makers because of their need for security, their need to avoid risk, and their desire to include others in the decision-making process.

The Analytical Style: The Analytical Styles are analytical, persistent, systematic people who enjoy problem solving. They are detail-oriented, which makes them more concerned with content than style. The Analytical Styles are task-oriented people who enjoy perfecting processes and working toward tangible results. They are almost always in control of their emotions and may become uncomfortable around people who are very out-going, e.g., the Expressive Styles.

In the office, the Analytical Styles work at a slow pace, allowing them to double-check their work. They tend to see the serious, complex side of situations, but their intelligence and ability to see different points of view endow them with quick and unique senses of humor.

The Analytical Styles have high expectations of themselves and others, which can make them over-critical. Their tendency toward perfectionism – taken to an extreme – can cause “paralysis by over-analysis.” The Analytical Styles are slow and deliberate decision-makers. They do research, make comparisons, determine risks, calculate margins of error, and then take action. The Analytical Styles become irritated by surprises and glitches, hence their cautious decision-making. The Analytical Styles are also skeptical, so they like to see promises in writing.

The Analytical Styles’ strengths include an eye for detail and accuracy, dependability, independence, persistence, follow-through, and organization. They are good listeners and ask a lot of questions; however, they run the risk of missing the forest for the trees.

We generally develop our behavioral style in our childhood. It is the result of some possible genetic predisposition and our early life experiences. Everyone has a primary style that we tend to use most of the time. Although each of us has his or her own primary style, only a small percentage of the total population can be understood clearly by just these four primary styles. Each primary style also contains four substyles. We all use some of the behaviors of the other styles in our daily lives to some greater or lesser degree.

ADAPTABILITY

This report will identify ways that you can apply your style strengths or modify your style weaknesses in order to meet the needs of a particular situation or relationship. This is called adaptability. Social scientists call it ‘social intelligence.’

There’s been a lot written lately on how your social intelligence is just as important as your Intelligence Quotient (IQ) in being successful in today’s world. In some cases, social intelligence is even more important than IQ.

It makes sense when you think about it. Often, when we do what comes naturally we alienate others without realizing it. Why? Because that same behavior may not be natural for them. It’s essential that we become aware of our natural tendencies – and their natural preferences! Then we can defuse extreme behaviors before we sabotage ourselves. We do this by quickly identifying the individual needs of others based on the behavioral signals they will send to us, and then adapting our own behavior to make them feel comfortable. Your ideas don’t change, but you can change the way you present those ideas. And the best part of it is – *people will teach you how to treat them if you know how to read the signals their behavioral styles will send you!*

A study was done at the famous Bell Labs think tank near Princeton, New Jersey. They surveyed teams of electrical engineers. They were asked to name the most valued and productive engineers on the teams. Surprisingly, those who were named were not the people with the highest IQs, or the highest

academic credentials or the best scores on achievement tests. The most valued team members were the people whose social intelligence, or adaptability, was highest.

HERE IS THE VALUE OF ADAPTABILITY...

It can't be overstated. It's a linchpin of **The SocialStyles360 Behavioral Styles Model** and the key to building successful relationships of all kinds. Adaptable people realize there is a difference between their *self* (who they are) and their *behavior* (how they choose to act). Adaptable people consciously decide whether and how to respond to a person, a situation, or an event.

Less adaptable people, on the other hand, respond in a more habitual manner, regardless of whether the response is likely to be appropriate or effective. But even if you are a person who's been wedded to your own ways of thinking and doing for a very long time, there is hope.

You can commit to learn to be more adaptable. When you understand each of the four styles, how to recognize them in others, and how to adapt to them in key ways, you can have command of almost any interpersonal situation.

Whether someone is male or female, young or old, part of a Western culture or some other, our behavioral style is often evident. Let's face it, we may all be created equal, but we surely do not all act the same. And we don't all want to be treated the same. What may be a good response or reaction toward one person may be all wrong for the very next.

Now, it's true, we don't always act the same. You might behave differently with your best friend than with your boss. You don't act at a cocktail party as you do at church. While your style may have its own particular twist, like a song that's interpreted differently by various artists, it's still clearly one of the four basic styles. You're constantly sending out signals revealing that style, through the words you choose, body language, the speed and rhythm of your speech, how you dress, how your space is organized, how fast you walk.

Imagine the benefits of understanding how to treat people the way *they* want to be treated! Your interactions with people can change dramatically. Shaky relationships can suddenly become good ones. Good relationships can now be even better than before. If only for the stress it eliminates in interpersonal relationships, this profile is worth its weight in ...**platinum!**

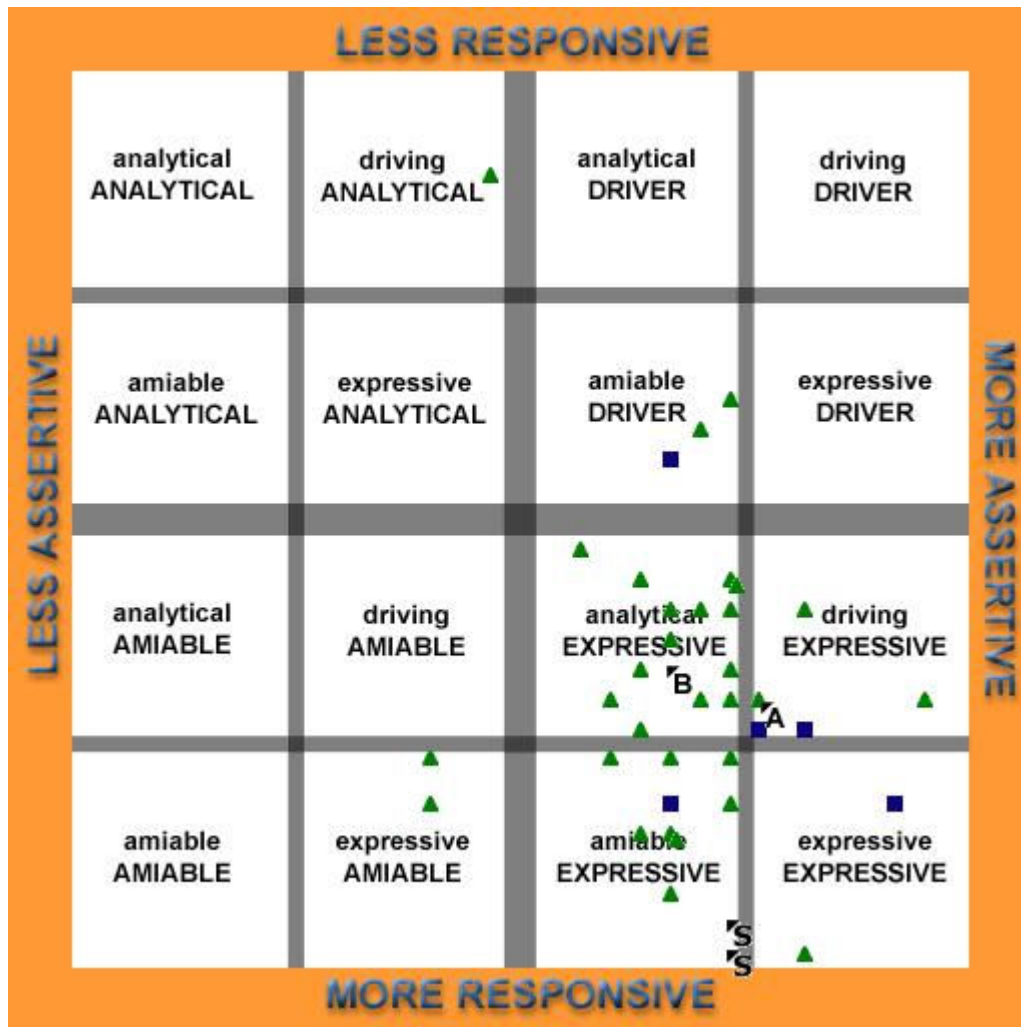
THE ULTIMATE GOAL OF THE SOCIALSTYLES360...

is personal chemistry and productive relationships. You do not have to change your personality. You do not have to roll over and submit to others. You simply have to understand what drives people and recognize your options for dealing with them. The key objective of this whole concept is understanding your own style, understanding and being able to quickly and accurately identify the style of others, and then adapting so that you treat others the way **they** want to be treated.

These are powerful life-skills that will serve you well in all your relationships: work, friends, school, spouse, and children. Improved relationships create infinite possibilities.

Remember, at the introduction to your Behavioral Style Self-Assessment Report, I reminded you that you can't expect to change a lifetime's habit patterns overnight. But you can begin to change, if you are committed. Your investment of time and resources into this assessment shows that you are on the right track.

eGraph Results for Sample Report



SYMBOL	DESCRIPTION
Ⓢ	Self-assessment
■	Observers who know you in this setting: Client
Ⓐ	Average of Observers in this setting: Client (will only display if more than 3 observers)
▲	Observers who know you in this setting: Peer
Ⓑ	Average of Observers in this setting: Peer (will only display if more than 3 observers)
■	Observers who know you in this setting: Personal
Ⓒ	Average of Observers in this setting: Personal (will only display if more than 3 observers)

How to Read and Interpret your eGraph

Chances are good that your perception of yourself is fairly accurate, but only from your personal point of view. Quite often, the behaviors we're measuring with the SocialStyles360 Behavioral Style Assessment are more easily observed by others than by yourself. You know better than others what your own thoughts and motives are. But others may be more accurate observers of your actual behavior... and it is behavior that we're intending to measure here.

If there is a large discrepancy between your self-assessment and the observer assessments, resist the temptation to dismiss their perceptions. Instead, ask yourself about the implications of these differences. Realize that you possess more assets-and more areas for improvement-than you first might have thought. At the very least, the differences may provide you with some valuable insights.

It is quite common for people to see themselves differently from the way others see them. The good news is that it gives you an opportunity to learn more about yourself, to become more effective in ways you may not have ever thought about before.

Since your eGraph may be updated throughout the 30 day Observer period, it may change from time to time. At the end of the 30 days, we suggest you download and save your report in the PDF format to have your most current eGraph included in this report – and then continue with the interpretation of your eGraph.

INTERPRETING YOUR eGRAPH

Research indicates that the people who are closest to you are the most aware of your behavioral style. They work with you or socialize with you every day and see many facets of your behaviors, such as the ways that you work with people, your preference for working alone or with others, and your reactions to stress, confrontations, triumphs, frustrations, and so on. Often these interpretations will cluster around the same area of your eGraph.

To help you interpret your eGraph, we'll look at the plot points of people who know you in your various observer settings and ask some questions to help you interpret the results.

Interpreting Client Observer Responses

Refer to a copy of your eGraph on page 8.

1. Take a look at the responses from Client observers. Are the plot points scattered or clustered?
2. What does this tell you?
3. If they are scattered, how do you explain these differences?
4. Do most of your plots fall above or below the center horizontal line indicating that you use mostly open behaviors (Below: Expressive and Amiable) or mostly guarded behaviors (Above: Driver and Analytical)?
5. Choose one person, with whom you differ in behavioral style, in this setting – Client. Decide on a way to vary your **level of responsiveness** so that your behavior more closely matches the situation and/or their needs. Try this approach for one day, and record the responses you get. See page 33 for suggestions.
6. Do most of your plots fall to the right or left of the center vertical line indicating that you use mostly direct behaviors (Right: Driver and Expressive) or mostly indirect behaviors (Left: Amiable and Analytical)?
7. Choose one person, with whom you differ in behavioral style, in this setting – Client. Decide on a way to vary your **level of assertiveness** so that your behavior more closely matches the situation and/or their needs. Try this approach for one day, and record the responses you get. See page 33 for suggestions.
8. Choose one Client relationship you would like to improve. Determine the other person's style (See pages 28-30 of your self report). Choose one simple thing you can modify in your behavior to elicit a different, more positive response. See pages 36-40 of your self report for suggestions on being more effective with each style.

Interpreting Peer Observer Responses

Refer to a copy of your eGraph on page 8.

1. Take a look at the responses from Peer observers. Are the plot points scattered or clustered?
2. What does this tell you?
3. If they are scattered, how do you explain these differences?
4. Do most of your plots fall above or below the center horizontal line indicating that you use mostly open behaviors (Below: Expressive and Amiable) or mostly guarded behaviors (Above: Driver and Analytical)?
5. Choose one person, with whom you differ in behavioral style, in this setting – Peer. Decide on a way to vary your **level of responsiveness** so that your behavior more closely matches the situation and/or their needs. Try this approach for one day, and record the responses you get. See page 33 for suggestions.
6. Do most of your plots fall to the right or left of the center vertical line indicating that you use mostly direct behaviors (Right: Driver and Expressive) or mostly indirect behaviors (Left: Amiable and Analytical)?
7. *Choose one person, with whom you differ in behavioral style, in this setting – Peer. Decide on a way to vary your **level of assertiveness** so that your behavior more closely matches the situation and/or their needs. Try this approach for one day, and record the responses you get. See page 33 for suggestions.*
8. Choose one Peer relationship you would like to improve. Determine the other person's style (See pages 28-30 of your self report). Choose one simple thing you can modify in your behavior to elicit a different more positive response. See pages 36-40 of your self report for suggestions on being more effective with each style.

Interpreting Personal Observer Responses

Refer to a copy of your eGraph on page 8.

1. Take a look at the responses from Personal observers. Are the plot points scattered or clustered?
2. What does this tell you?
3. If they are scattered, how do you explain these differences?
4. Do most of your plots fall above or below the center horizontal line indicating that you use mostly open behaviors (Below: Expressive and Amiable) or mostly guarded behaviors (Above: Driver and Analytical)?
5. Choose one person, with whom you differ in behavioral style, in this setting – Personal. Decide on a way to vary your **level of responsiveness** so that your behavior more closely matches the situation and/or their needs. Try this approach for one day, and record the responses you get. See page 33 for suggestions.
6. Do most of your plots fall to the right or left of the center vertical line indicating that you use mostly direct behaviors (Right: Driver and Expressive) or mostly indirect behaviors (Left: Amiable and Analytical)?
7. *Choose one person, with whom you differ in behavioral style, in this setting – Personal. Decide on a way to vary your **level of assertiveness** so that your behavior more closely matches the situation and/or their needs. Try this approach for one day, and record the responses you get. See page 33 for suggestions.*
8. Choose one Personal relationship you would like to improve. Determine the other person's style (See pages 28-30 of your self report). Choose one simple thing you can modify in your behavior to elicit a different, more positive response. See pages 36-40 of your self report for suggestions on being more effective with each style.

A SNAPSHOT OF YOUR SUBSTYLE

THE amiableEXPRESSIVE

While you fall into the broad **Expressive** style quadrant, it's just as important to be aware of your Substyle because within each of the main Styles we still find a tremendous diversity of behaviors.

We break each main Style down into four Substyles. Yours is the **amiableEXPRESSIVE**, which is MORE responsive and LESS assertive than most other Expressives. Below is a snapshot of the **amiableEXPRESSIVE** Substyle... as such, it's a closer look at *you!*

The primary goal that motivates you is influencing people.

You have a natural dislike of pressuring others or telling them what to do. You seek close, personal relationships rather than popularity and have a wide range of friends and acquaintances. You communicate a low-key, casual style of caring and sharing. You are deliberate and patient in your approach to tasks. You are extremely sensitive to criticism, and allow it to affect your relationships.

COMPARED TO OTHER EXPRESSIVES, the amiableEXPRESSIVE IS MORE LIKELY TO:

- Empathize and project genuine concern
- Become overly subjective about people you care about
- Avoid conflict and tension with others
- Be dependable, caring, and responsible
- Listen to people's feelings and share their own
- Show confidence and trust in people
- Prefer people-oriented, positive work environments
- Become too submissive or unrealistic under pressure

YOUR GROWTH OPPORTUNITIES

With Tasks:

You would benefit by learning when and how to take charge of a situation. You may procrastinate by waiting for others to provide direction. In highly competitive situations, such as sales, you would benefit by seeking coaching on assertiveness.

With People:

Being part Relater Style and part Socializer Style, you have strong people needs. Because you have an extraordinary desire to please people, you can become exhausted by their demands. Therefore, you sometimes need to learn to say "no." You also have difficulty dealing with conflict because when people express displeasure or disagreement, you interpret it as personal rejection. You need to learn to deal with the reality of conflict rather than avoiding it.

PERSONAL EMPOWERMENT POINTERS

- Be more assertive about *your* personal - needs including preserving your energy and meeting your goals.
- Learn conflict-resolution and negotiating skills.
- Get training or coaching in how to set priorities, manage resources, and monitor tasks.

Descriptions of the 16 Substyles

SUBSTYLES OF DRIVERS

The goal that motivates **the drivingDRIVER** is new opportunities. You are less concerned about what other people think than many other styles; therefore, you are willing to speak your mind and to take more risks. You often question authority and prefer to arrive at your own conclusions based on the facts at hand. Rather than deal with limitations such as the status quo, you tend to ignore them or deal with them and their consequences later—if at all.

The goal that motivates **the expressiveDRIVER** is dominance and independence. Consequently, you are wary around people who may take advantage of you or beat you to a goal. Because of your results-oriented nature, you may sometimes sacrifice quality for quantity. Your innate sense of self-importance enables you to make mistakes and still feel favorably about yourself. You do not mind confrontation and are willing to challenge others.

The goal that motivates **the amiableDRIVER** is accomplishing bigger and better goals according to an internal timetable. You prefer to be involved in your chosen activities from start to finish, and you resist people who are obstacles to your achievements. Your ability to produce makes you highly valued in situations in which an efficient, dependable, or incrementally improving rate of production is desired.

The goal that motivates **the analyticalDRIVER** is being in a position to direct and redirect task accomplishments. You tend to focus more on the future than on either the present or the past. You are driven by a quest for unique accomplishments and you avoid boredom. Although you are cautious and calculating, your ability to think quickly enables you to act quickly when the situation requires it. As an agent of change, you do not like to leave things as you found them.

SUBSTYLES OF EXPRESSIVES

The goal that motivates **the expressiveEXPRESSIVE** is social approval from others. You have a natural tendency to meet people, and others feel comfortable with you. You speak freely about your thoughts, feelings, and experiences, and expect others to do the same. You show your acceptance of others by eye contact and touching as well as by words. You are very receptive to change and adjust well to diverse ways of doing things.

The goal that motivates **the amiableEXPRESSIVE** is friendship. You have a natural dislike of pressuring others or telling them what to do. You seek close, personal relationships rather than popularity and have a wide range of friends and acquaintances. You communicate a low-key, casual style of caring and sharing. You are deliberate and patient in your approach to tasks. You are extremely sensitive to criticism, and allow it to affect your relationships.

The goal that motivates **the analyticalEXPRESSIVE** is to win with flair. However, you do not want to win at any cost or hurt others' feelings. Taking shortcuts seems like cheating to you, so you avoid such behaviors. You can become impatient with those who procrastinate about getting started. At times, you can get so involved with getting a job done that you stretch the truth a bit.

The goal that motivates **the drivingEXPRESSIVE** is influencing people. You enjoy symbols of authority and prestige. You feel uncomfortable with any kind of confinement or restriction of freedom. Your high level of self-confidence enables you to withstand criticism from others. Each new person and situation is interesting to you, so life seems continually fresh.

SUBSTYLES OF AMIABLES

The goal that motivates **the amiableAMIABLE** is personal stability. Any change or risk that might jeopardize relationships or surroundings is threatening. Therefore, you focus on giving others what they want and on avoiding conflicts. Before you act, you think and plan ahead; you follow proven procedures in an orderly manner. You prefer dealing with concrete situations and data rather than theory, trends, or conjecture. You are most comfortable in a work environment that is pleasant, friendly, and non-competitive.

The goal that motivates **the analyticalAMIABLE** is to specialize: to do only what you know and know only what you do. You prefer to focus on your own interests and avoid getting involved with crowds or high-profile situations. The best conditions for you are those that are stable and allow for steady, incremental gains. Generalists complement you; you each take on the tasks that the other dislikes.

The goal that motivates **the drivingAMIABLE** is a desire for a steady flow of more accomplishments. Despite your somewhat indirect nature, you can be very direct in situations that are task focused. Your ability to think through a project makes you a good short-term planner; you can identify the roles, resources, and time lines needed to complete a project successfully. Your search for results leads you to be highly self-reliant, rather than to depend on others to achieve the quality you want.

The goal that motivates **the expressiveAMIABLE** is the acceptance and approval you gain from helping others. You want to be a person who is wanted and needed by others. You remember birthdays and anniversaries, and you sincerely appreciate thoughtfulness from others. As a good listener, you function better as a sounding board for venting frustrations than as a problem solver. Your interest is more in helping others to make do with the current situation than in suggesting change.

SUBSTYLES OF ANALYTICALS

The goal that motivates **the analyticalANALYTICAL** is the desire to be correct. Your life style reflects your preference for privacy, and your interactions with people are formal and poised. As a naturally curious Analytical, you are more inclined to identify a spectrum of interests and behaviors than people of other types. With a natural talent for methodical and deliberate decision making, you emphasize precise understanding, accurate work, proper manners, and impeccable personal habits.

The goal that motivates **the drivingANALYTICAL** is to increase opportunities for unique and significant personal accomplishments. You express yourself more by what you do than what you say. Consequently, you have strong needs to choose your own goals and to work independently. As primarily an idea-generator and developer, you have little interest in dealing with implementation details.

The goal that motivates **the expressiveANALYTICAL** is accomplishing goals with excellence. As a quick Analytical, you can deal with many inputs simultaneously; however, you may be slow to take action. The nickname of "Assessor" is based on your evaluative approach to people and tasks; you tend to have strong opinions about people and groups with whom you do not identify or agree

The goal that motivates **the amiableANALYTICAL** is predictable results. You pay attention to key processes and details, as well as to proven procedures and relationships. Your methodical approach, thoroughness, and dependability make you a valued employee in many kinds of organizations, especially those that involve highly specialized and focused work. Although you are not opposed to change, you do want to be sure that the change is attainable and that it will result in the desired improvement.

Part II

An Overview of Your Primary Behavioral Style

Expressives are fast-paced and people-focused. Expressives are also open and direct, exhibiting characteristics such as animation, intuitiveness, and liveliness.

Expressives' actions and decisions are spontaneous. Expressives are seldom concerned about facts and details and try to avoid them as much as possible. Their motto is "Don't confuse me with the facts." This disregard for details sometimes prompts Expressives to exaggerate and generalize facts and figures. It also gives Expressives a built-in excuse when they are wrong: "I didn't have all the facts!" Expressives are more comfortable with "best guesstimates" than with exact, empirical data.

Their primary strengths are their enthusiasm, persuasiveness, and delightful sociability. Their primary weaknesses are getting involved in too many things, impatience and their short attention span, which causes Expressives to become bored easily. Expressives can sometimes be viewed as manipulative, impetuous, and excitable when displaying behavior inappropriate to the situation.

Expressives are idea people. They have the ability to get others caught up in their dreams because of their good persuasive skills. Expressives influence others and shape their environment by bringing others into alliance to accomplish results. Expressives seek approval and recognition for their accomplishments and achievements. Expressives have that dynamic ability to think quickly on their feet.

Expressives are true entertainers. Expressives love an audience and thrive on involvement with people. Expressives tend to work quickly and enthusiastically with others. If Expressives had a motto that would aptly describe their behavior, it might be: "Ain't we got fun!"

Expressives are stimulating, talkative and gregarious. They tend to operate on intuition and like to take risks. Their greatest irritations are boring tasks, being alone, and not having access to a telephone.

Expressives may find themselves in occupations such as sales, entertainment, public relations, professional hosts, politicians, social directors, and other glamorous, high profile careers. In the business environment, Expressives like other people to be risk-takers and to act quickly. In a social environment, Expressives like others to be uninhibited, spontaneous and entertaining.

Expressives design and use their space in a disorganized and cluttered manner; however, they know if something is missing. Their walls may contain awards, stimulating posters or notes and motivational, personal slogans. The seating arrangement indicates warmth, openness and a willingness to make contact. Since Expressives are touchers and don't mind a slap on the back or a warm handshake, they often move to alternative seating arrangements when talking with visitors. There is little danger of alienating Expressives by standing too close or playing with something on their desk.

To achieve more balance and behavioral flexibility, Expressives need to: control their time and emotions; develop a more objective mindset; spend more time checking, verifying, specifying and organizing; develop more of a task-focus; and take a more logical approach to projects and issues.

EXPRESSIVES' MOTIVATORS

In general, Expressives are stimulated by the positive response they elicit from others - applause, laughter, compliments, or other acknowledgments. This explains their "it's show time" behavior. Their theme in life could well be "let me entertain you." Their need for recognition explains their highs and lows. When recognition is not present, Expressives lose their energy and interest. Among athletes and other professional performers, Expressive Styles feel that "it's not just whether you win or lose - it's actually how you look to others while you play the game."

The loss of recognition, especially from significant people and groups in their life, would be the ultimate

personal disaster for Expressives. No matter what the situation - business, social, or family - the loss of recognition is likely to trigger varying levels of humiliation and feelings of worthlessness.

Since Expressives are people-oriented, it might seem that their only core competencies would be their people-skills. This is not the case. Expressives also possess a trait that is valuable for performing tasks: they tend to be very receptive to change. Expressives like to be part of new, varied, or different experiences, especially if they will benefit them. As a result, Expressives can be impressive, eloquent, silver-tongued spokespeople for change.

As change-advocates, Expressives can contribute other skills such as enthusiasm and optimism - exactly what people respond to when hopes, dreams, and opportunities are in limbo. In addition, Expressives tend to be quick decision-makers who are fast-paced. In situations where the problem has been studied and the solution found, Expressives may excel at getting people to buy in quickly.

Expressives possess the talent that sales trainers and social psychologists have identified as the single most valuable trait - personal warmth. Their down-to-earth approach often results in comments such as, "We just met twenty minutes ago and yet I feel as though I have known you all my life."

Expressives have a natural charisma. They do well at building relationships and often have long lists of people whom they describe as "friends." Finally, Expressives tend to be naturally fun-loving personalities. Their theme song might be "Celebration!"

EXPRESSIVES' GROWTH OPPORTUNITIES

Expressives are interested in a variety of things, so they tend to have a shorter attention span than people with the other behavioral styles. This is often manifested in their avoidance of details or their lack of follow-through. Expressives may become easily bored by repetitive routines and complexities that take them away from their first love - interacting with people!

When Expressives feel pressured or stressed, they become emotional and impulsive and exhibit actions that are unplanned, nonsystematic, disorganized, and inconsistent. During such times, Expressives are likely to respond to tasks either superficially or incompletely. They may also fail to perform up to expected standards.

Expressives tend to avoid conflicts at all costs. Conflicts pose the possibility of loss of recognition and approval, which is antithetical to their *raison d'être*. Expressives can benefit from controlling their emotional responses and their tendency to wear their heart on their sleeve. Expressives need to learn effective conflict-management skills and effective listening and questioning skills. They may often be talking when they really need to be listening.

Expressives need to get involved with people more slowly, which would help them avoid interactions that they later regret. Expressives need to place greater emphasis on their sense of self-worth and self-esteem. They need to strive for congruency between what they value and what they think they need in life. Expressives would benefit from being more inner-directed rather than letting the reactions of other people determine so many of their choices in life.

A Summary of the Expressive Style

IN A NUTSHELL:

- Expressives are fast-paced and people-focused
- Their actions and decisions are spontaneous
- Expressives like involvement
- Expressives dislike being alone
- Expressives exaggerate and generalize
- Expressives tend to dream and get others caught up in their dreams
- Expressives jump from one activity to another
- Expressives work quickly and excitedly with others
- Expressives seek esteem and acknowledgement
- Expressives have good persuasive skills

STRENGTHS: Persuasive
Optimistic
Motivational
Enthusiastic

WEAKNESSES: Disorganized
Careless
May exaggerate
Poor follow-through

PACE: Fast/Spontaneous

GOALS: Applause
Involvement
Recognition

FEARS Loss of prestige
Social rejection

MOTIVATORS: The Chase
Attention
Opportunities to talk

IRRITATIONS: Routine
Perfectionism

UNDER STRESS: Become superficial

DECISIONS ARE: Spontaneous

FOCUS: People

WORKPLACE: Stimulating
Cluttered

GAINS SECURITY THROUGH: Others' approval
Playfulness

Expressives on the Job

THE EXPRESSIVE'S TYPICAL BUSINESS CHARACTERISTICS

- Like to brainstorm and interact with colleagues and others
- Want freedom from control, details, or complexity
- Like to have the chance to influence or motivate others
- Like the feeling of being a key part of an exciting team
- Want to be included by others in important projects, activities, or events
- May trust others without reservations - taking them at their word and not checking for themselves
- Typically have a short attention span, so Expressives do well with many short breaks

THE EXPRESSIVE'S PREFERRED BUSINESS SITUATIONS

- Like to work with others
- Need immediate feedback to get or stay on course
- Like to mingle with all levels of associates and call them by their first names
- Enjoy compliments about themselves and their accomplishments
- Seek stimulating environments that are friendly and favorable
- Motivated to work toward known, specific, quickly attainable incentives or external motivators; dislike pursuits which drag out over long time periods
- Open to verbal or demonstrated guidance for transferring ideas into action
- Like to start projects and let others finish them

SUGGESTIONS FOR EXPRESSIVES TO BE MORE EFFECTIVE AT WORK

- Take time to negotiate and clarify realistic time frames with associates in order to avoid misunderstanding and disappointment... do not take on more than you can handle just to avoid saying "no" to someone
- Avoid exaggeration and hyperbole... be realistic in your work-related comments
- Use a simple calendar or reminder system to keep track of your commitments, appointments, and deadlines... remember that most tasks will take more time than you think is necessary
- Acknowledge that your success is often dependent upon the work of others... be sure to publicly acknowledge their contributions and thank them frequently
- Whenever possible, delegate the more detailed tasks that you are not comfortable doing...being sure to specify exactly what you want done and the time you need it and setting up a process to monitor the progress on the projects you have delegated
- Avoid relying too heavily upon your feelings and emotions... focus on the results you desire and do not sacrifice productivity in order to please everyone
- Write things down... do not rely on your memory for important facts and details

Expressives in the Social Scene

THE EXPRESSIVE'S TYPICAL SOCIAL BEHAVIORS

- Want to be liked and admired
- Fear public humiliation
- Will discuss most subjects, regardless of how distant or casual your relationship
- Are naturally warm, expressive and enthusiastic
- Enjoy bouncing ideas off others
- Are reluctant to fight or confront stressful people or situations
- Perceive life according to feelings
- Naturally discuss emotions with others
- Choose associates and friends by trial and error

THE EXPRESSIVE'S PREFERRED SOCIAL SITUATIONS

- Prefer physical contact
- Like hosting or attending impromptu gatherings
- Prefer fun people with different interests
- Seek more positive people and settings
- Find it easy to laugh, joke and play games
- Seek higher visibility positions: host, emcee, etc.
- Prefer humor that pokes fun at their own and others' foibles
- Diffuse mild tension with jokes or funny observations
- Prefer to ignore stressors
- Like to share the moment with others

SUGGESTIONS FOR EXPRESSIVES TO BE MORE EFFECTIVE IN SOCIAL SETTINGS

- Talk less and listen more
- Fulfill social obligations responsibly and on time
- Realize you cannot please everyone
- Focus on facts as well as feelings
- Balance socializing with tasks
- Stick to the subject
- Focus more on substance, less on form
- Follow tasks through to completion
- Avoid procrastination

The Expressive's Behavior and Needs Under Stress

Under stress, Expressives will tend to disregard it.

An example of a typical response to a stressful situation from Expressives might be: "Hey, let's get on to something more positive!"

UNDER STRESS, EXPRESSIVES MAY APPEAR:

- Manipulative
- Overeager
- Impulsive
- Inconsistent
- Superficial
- Unrealistic
- Wasteful of time

UNDER STRESS, EXPRESSIVES NEED:

- To get credit
- Action and interaction
- A quick pace for stimulation and excitement
- Prestige

How to Reduce Conflict

EXPRESSIVES' TYPICAL BEHAVIOR IN CONFLICT

- Expressives are quite uncomfortable with conflict, aggression and anger. Expressives do whatever they can to avoid them. If possible, Expressives may physically avoid an environment filled with conflict or anger. If that is not possible, Expressives will probably seek to use their natural humor and story-telling ability to reduce the level of tension. If neither approach works, Expressives may attempt to ignore the conflict. Given their strong focus on relationships, however, this tactic is rarely successful.
- Their anger is generally a response to a personal attack on them or, possibly, the failure of someone to support them when they were really counting on that person's support. Of course Expressives may interpret a comment intended to refer to a task-related problem as a personal attack, especially if it concerns their contribution to the problem.
- If a conflict persists or their anger increases, they are likely to lash out with a strong verbal (or, possibly, even physical) attack on the other person. This may have a startling effect on others since it is so unlike their normal behavior.
- Expressives may experience a desire to get even if someone thwarts a major component of their personal agenda; however, they are not very likely to follow through. Expressives may choose to overlook the matter in order to preserve the relationship or they may simply lash out in anger.

STRATEGIES TO REDUCE CONFLICT AND INCREASE HARMONY WITH OTHERS

- Recognize that Expressives can never resolve a conflict by avoiding it. Risk damaging a relationship or losing someone's approval by stating their feelings and clarifying their expectations. Be sure, of course, to listen attentively to the responses of others.
- Take time to clarify the commitments and expectations of others. Do not make any assumptions about what others will do. Always get a specific commitment.
- Avoid giving others a false impression of the level of support you will give them. When promising your support, make clear precisely what it is that you will do.
- Be sure to fulfill all of your commitments. If you will be unable to keep a commitment or meet a deadline, inform the people involved as soon as possible. Do not assume that others will automatically step in to cover for you.

Action Plans...

Behavioral adaptability is the key to success with different styles. It can be defined as the willingness and ability to engage in a range of behaviors not necessarily characteristic of your style in response to effectively dealing with the requirements of a situation or relationship. It involves making adjustments to your methods of communicating and behaving based on the particular needs of the relationship at a particular time. Adaptable people make the choice to go beyond their own comfort zone so others also feel more comfortable.

On the next few pages are action plans to give Expressives suggestions on how to adapt their behavior, as well as ideas for others to help Expressives be more adaptable. It will give them clues to understand the Expressive's behavioral tendencies.

To make the most effective use of these assessments and action plans, have all those you interact with complete an observer response form on how they see you, as well as an assessment on themselves. Then set aside some time to discuss strategies you each can use in adapting your behaviors to create greater ease and less conflict in the relationships.

Expressives...

- Are concerned with approval and appearances
- Seek enthusiastic people and situations
- Think emotionally
- Want to know the general expectations
- Need involvement and people contact
- Like changes and innovations
- Want others to notice them
- Need help getting organized
- Dislike conflict
- Look for action and stimulation
- Surround themselves with optimism
- Want feedback that they "look good"

When Dealing With Expressives...

- Show them that you admire and like them
- Behave optimistically and provide an upbeat setting
- Support their feelings when possible
- Avoid involved details, focus on the "big picture"
- Interact and participate with them
- Vary the routine; avoid requiring long-term repetition by them
- Compliment them personally and often
- Do it together
- Act non-aggressively and avoid arguing directly on a personal basis
- Keep up a fast, lively pace
- Support their ideas; don't poke holes in their dreams; show your positive side
- Mention their accomplishments, progress and other genuine appreciation

Action Plan...

ON THE JOB

For Expressives:

- Attend to key details, when appropriate
- Improve your follow-through efforts
- Monitor socializing to keep it in balance with other aspects of life
- Write things down and work from a list, so you will know what to do when
- Prioritize activities and focus on tasks in order of importance
- Become more organized and orderly in the way you do things
- Get the less appealing tasks of the day over with
- Pay more attention to time management of activities
- Check to make sure you are on course with known tasks or goals

For Others Working with Expressives:

Show interest in them by:

- Supporting their opinions, ideas, and dreams when possible
- Being upbeat, stimulating, and fast-paced
- Tolerating digressions and not hurrying a discussion
- Not arguing, if possible – you will seldom win
- Being enthusiastic, spontaneous, and casual
- Explaining how action can enhance their image and visibility
- Sparring them the details

NOTE: To be more effective, have other people you work with take the assessment on themselves. Then set aside some time to share the results. Discuss how you each can adapt your behaviors to create more satisfying working relationships.

Action Plan...

IN THE SOCIAL SCENE

For Expressives:

- Speak less and listen more
- Focus on facts as well as feelings
- Stick to the subject!
- Realize you cannot please everyone
- Fulfill social obligations responsibly and on time
- Work at following through to completion
- Balance socializing with tasks
- Avoid procrastination
- Focus more on substance, less on form

For The Friends of Expressives:

- Focus on a positive, upbeat, warm approach
- Listen to their personal feelings and experiences
- Respond openly and congenially
- Avoid negative or messy problem discussions
- Make suggestions that allow them to look good
- Do not require a lot of difficult, follow-up, detail work or longer term commitments from them
- Give them your attention, time and presence
- Publicly and privately acknowledge them
- Suggest different opinions, ideas, and actions by offering them as desirable gifts
- Focus on how glad you are when they succeed

NOTE: To enhance your friendships, have other friends take the assessment on themselves. Then set aside some time to share the results. Discuss how you each can adapt your behaviors to create more satisfying friendships.

Part III

Application of Behavioral Styles with Others

APPLICATION, APPLICATION, APPLICATION

Understanding your own behavioral style is just the first step to enhancing relationships. All the knowledge in the world doesn't mean much if you don't know how to apply it in real life situations. That's what the rest of this report is all about.

To really begin to use the power of behavioral styles, you also need to know how to apply the information to people and situations. Remember, people want to be treated according to their behavioral style, not yours!

This application section includes:

- How To Identify Another Person's Behavioral Style
- The Four Basic Styles Overview
- What is Behavioral Adaptability
- How to Modify Your Assertiveness and Responsiveness
- Tension Among The Styles
- Action Plans with All Four Styles
- How To Adapt To The Different Behavioral Styles

This section will help you to understand how to be more effective in relationships and situations. Good relationships can get better and challenging relationships may become good.

After reviewing the information, select a relationship in which things have not gone as smoothly as you would like. Then identify the behavioral style of the other person using the ***How to Identify Another Person's Behavioral Style*** section. You can read about their style in ***The Four Basic Styles Overview***. The section on ***What Is Behavioral Adaptability*** gives you an in-depth insight into what adaptability is, what it is not, and why it's so important to all your interpersonal relationships. Once you know their style and preferences for assertiveness and/or responsiveness, you can use the ***How to Modify Your Assertiveness and Responsiveness*** section to adjust these areas when relating to this person. You will be amazed at the difference. To further understand the tension that may exist in the relationship, you can refer to the ***Tension Among the Styles*** section. Being aware of the differences in preference in pace and priority, and modifying accordingly, can make a big difference. The ***Action Plans with All Four Styles*** section will give you a summary of needs and suggested actions to meet those needs. And finally, the last section, ***How to Adapt to the Different Behavioral Styles***, will give you suggestions when dealing with each of the four basic styles.

How To Identify Another Person's Behavioral Style

How do you quickly and accurately identify each of the four behavioral styles in order to practice adaptability? You do this by focusing on two areas – **assertiveness and responsiveness**. Is the person less responsive or more responsive and is the person more assertive or less assertive?

RESPONSIVENESS



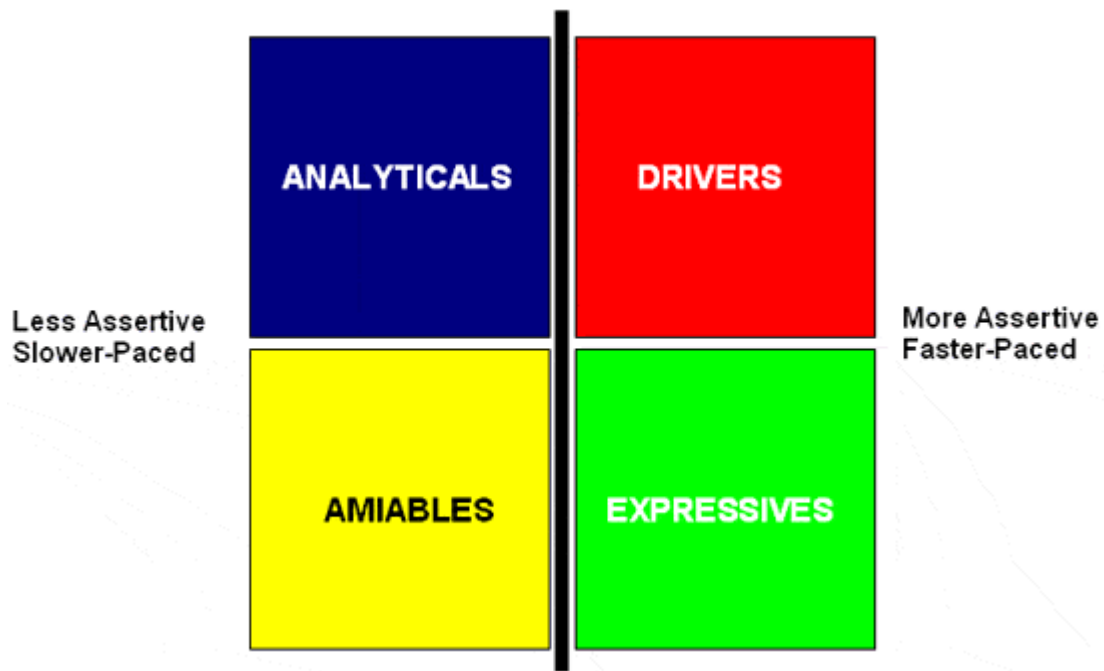
More Responsive Behaviors

- Shows feelings and enthusiasm
- More relaxed and warm
- Emphasizes main ideas
- Goes with the flow
- Conversation includes digressions
- Opinion-oriented
- Animated facial expressions
- Friendly handshake
- Initiates/accepts physical contact

Less Responsive Behaviors

- Keeps feelings private
- Limited range of facial expressions
- More formal and proper
- Avoids/minimizes physical contact
- Goes with the agenda
- Speaks in specifics; cites facts
- Formal handshake
- Conversation stays on subject

ASSERTIVENESS



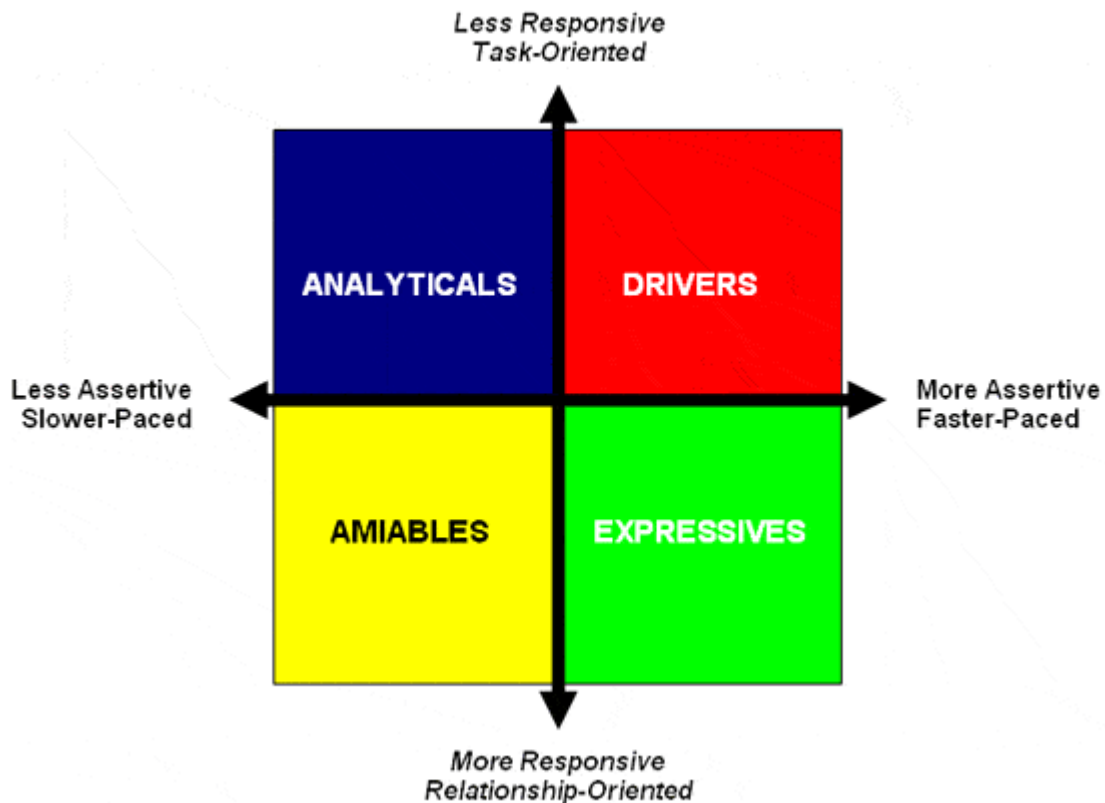
Less Assertive Behaviors

- Infrequent use of gestures and voice intonation to emphasize points
- More patient and cooperative
- Often makes qualified statements
- Gentle handshake
- Infrequent contributor in groups
- More likely to wait for others to introduce themselves
- Reserves expression of opinions

More Assertive Behaviors

- Frequently uses gestures and voice intonation to emphasize points
- Less patient; more competitive
- Often makes emphatic statements
- Sustained eye contact
- Frequent contributor in groups
- Firm handshake
- Expresses opinions readily
- More likely to introduce self to others

THE WHOLE PICTURE



When you combine the two scales, you arrive at each of the four different behavioral styles. Individuals who exhibit less responsive and more assertive behaviors are Driver Styles. People who are both more assertive and more responsive are Expressive Styles. People who exhibit more responsive and less assertive behaviors are Amiable Styles. Finally, less assertive and less responsive people are Analytical Styles.

So, to quickly identify the styles of other people ask these two questions:

1. Are they more assertive and fast-paced or less assertive and slower-paced?
2. Are they less responsive and task-oriented or more responsive and people-oriented?

The Four Basic Styles Overview

Below is a chart to help you understand some of the characteristics of each of the four basic styles, so you can interact with each style more effectively. Although behavioral style is only a partial description of personality, it is quite useful in describing how a person behaves, and is perceived, in various settings.

	DRIVER STYLE	EXPRESSIVE STYLE	AMIABLE STYLE	ANALYTICAL STYLE
PACE	Fast/Decisive	Fast/Spontaneous	Slower/Relaxed	Slower/Systematic
PRIORITY	Goal	People	Relationship	Task
SEEKS	Productivity Control	Participation Applause	Acceptance	Accuracy Precision
STRENGTHS	Administration Leadership Pioneering	Persuading Motivating Entertaining	Listening Teamwork Follow-through	Planning Systematizing Orchestration
GROWTH AREAS	Impatient Insensitive to others Poor Listener	Inattentive to detail Short attention span Low follow-through	Oversensitive Slow to begin action Lacks global perspective	Perfectionists Critical Unresponsive
FEARS	Being taken advantage of	Loss of Social recognition	Sudden changes Instability	Personal criticism of their work efforts
IRRITATIONS	Inefficiency Indecision	Routines Complexity	Insensitivity Impatience	Disorganization Impropriety
UNDER STRESS MAY BECOME	Dictatorial Critical	Sarcastic Superficial	Submissive Indecisive	Withdrawn Headstrong
GAINS SECURITY THROUGH	Control Leadership	Playfulness Others' approval	Friendship, Cooperation	Preparation Thoroughness
MEASURES PERSONAL WORTH BY	Impact or results Track record and process	Acknowledgments Applause Compliments	Compatibility with others Depth of contribution	Precision, Accuracy Quality of results
WORKPLACE	Efficient Busy Structured	Interacting Busy Personal	Friendly Functional Personal	Formal Functional Structured

What is Behavioral Adaptability?

Adaptability is your willingness and ability to adjust your approach or strategy based on the particular needs of the situation or relationship at a particular time. It's something applied more to yourself (to your patterns, attitudes and habits) than to others.

No one style is naturally more adaptable than another. For any situation, the strategic adjustments that each style needs to make will vary. The decision to employ specific adaptability techniques is made on a case-by-case basis: you can choose to be adaptable with one person, and not so with others. You can choose to be quite adaptable with one person today and less adaptable with that same individual tomorrow. Adaptability concerns the way you manage your own behaviors.

You practice adaptability each time you slow down for a Analytical or Amiable Style; or when you move a bit faster for the Driver or Expressive Styles. It occurs when the Driver or Analytical Styles take the time to build the relationship with a Amiable or Expressive Style; or when the Expressive or Amiable styles focus on facts or get right to the point with Driver or Analytical styles. It means adjusting your own behavior to make other people feel more at ease with you and the situation

Adaptability does not mean "imitation" of the other person's style. It does mean adjusting your responsiveness, assertiveness, pace, and priority in the direction of the other person's preference; while maintaining your own identity.

Adaptability is important to all successful relationships. People often adopt a different style in their professional lives than they do in their social or personal lives. We tend to be more adaptable at work with people we know less; and we tend to be less adaptable at home and with people we know better.

Adaptability at its extreme could make you appear wishy-washy and two-faced. A person who maintains high adaptability in all situations may not be able to avoid stress and inefficiency. There is also the danger of developing tension from the stress of behaving in a "foreign" style. Usually, this is temporary and may be worth it if you gain rapport with others. At the other end of the continuum, no adaptability would cause others to view someone as rigid and uncompromising because they insist on behaving according to their own natural pace and priority.

Effectively adaptable people meet other people's needs and their own. Through practice, they are able to achieve a balance: strategically managing their adaptability by recognizing when a modest compromise is appropriate, or, when the nature of the situation calls for them to totally adapt to the other person's behavioral style, they do so. Adaptable people know how to negotiate relationships in a way that allows everyone to win. They are tactful, reasonable, understanding, and non-judgmental.

Your adaptability level influences how others judge their relationship with you. Raise your adaptability level and trust and credibility go up; lower your adaptability level and trust and credibility go down. Adaptability enables you to interact more productively with difficult people and helps you to avoid or manage tense situations. With adaptability you can treat the other people the way they want to be treated.

How to Modify Your Assertiveness and Responsiveness

In some interpersonal situations, you will only be able to identify another person's assertiveness or responsiveness, but not both. In these situations, you need to know how to practice adaptability, one behavioral dimension at a time. With that in mind, let's look at what you can do to modify YOUR level of assertiveness or responsiveness before looking at specific guidelines for being more adaptable with each of the four styles.

TO INCREASE ASSERTIVENESS

- Speak and move at a faster pace
- Initiate conversation and decisions
- Give recommendations
- Use direct statements rather than roundabout questions
- Use a strong, confident voice
- Challenge and tactfully disagree, when appropriate
- Face conflict openly, but don't conflict with the person
- Increase your eye contact

TO INCREASE RESPONSIVENESS

- Share feelings; show more emotion
- Respond to the expression of others' feelings
- Pay personal compliments
- Take time to develop the relationship
- Use friendly language
- Communicate more; loosen up and stand closer
- Be willing to digress from the agenda

TO DECREASE ASSERTIVENESS

- Talk, walk and decide more slowly
- Seek and acknowledge others' opinions
- Share decision-making and leadership
- Lessen your energy level; be more mellow
- Do not interrupt
- When talking, provide pauses to give others a chance to speak
- Refrain from criticizing, challenging, or acting pushy
- When disagreeing, choose words carefully

TO DECREASE RESPONSIVENESS

- Get right to the task – the bottom line
- Maintain more of a logical, factual orientation
- Keep to the agenda
- Do not waste the other person's time
- Do not initiate physical contact
- Downplay your enthusiasm and body movement
- Use businesslike language

Tension Among the Styles

Each style has a unique set of priorities as to whether the relationship or the task aspect of a situation is more important; and each has its own pace in terms of how fast things should be done.

The Tension Among the Styles Model on the next page relates pace and priority characteristics to behavioral styles. Refer to this model while reading this section.

Notice that the Driver Style and Expressive Style tend to prefer a faster pace; the Amiable Style and Analytical Style both tend to prefer a slower pace. These style combinations will get along well as far as pace is concerned, but watch out for their priorities!

Take a relationship with a Driver and a Expressive. Both are relatively fast-paced behavioral types. Yet the Expressive places more emphasis on people than on tasks, while the Driver tends to pursue goals with less concern for relationships or feelings. Some degree of tension is likely to result in their interaction due to their difference in priority.

Where priorities are concerned, the Expressive does better with the Amiable. These two will still be getting to know each other while the Analytical and the Driver are headlong into the task. However, without some awareness and accommodation for their differences in pace, tension may build as well in the Expressive and Amiable interaction when these two finally do get around to the tasks at hand. The Expressive usually wants it yesterday, whereas the Amiable wants to take a slower and steady approach.

Consider the goal/task-oriented team of the Driver and Analytical, another example of pace-based tension. The faster-paced Driver likes to make quick decisions. The slower-paced Analytical gets uptight when having to make decisions without an opportunity to analyze fully all the alternatives.

When dissimilar pairings occur, as they often do in many work and social encounters, one or the other of the individuals must make adjustments in his style to avoid increasing tension in the other person. This does not mean you must sacrifice your personality or become something you are not. Ideally, both people would demonstrate some adaptability and move part of the way. Depending on the circumstances however, only one of the individuals may recognize the potential problem, or be sufficiently motivated to do something about it.

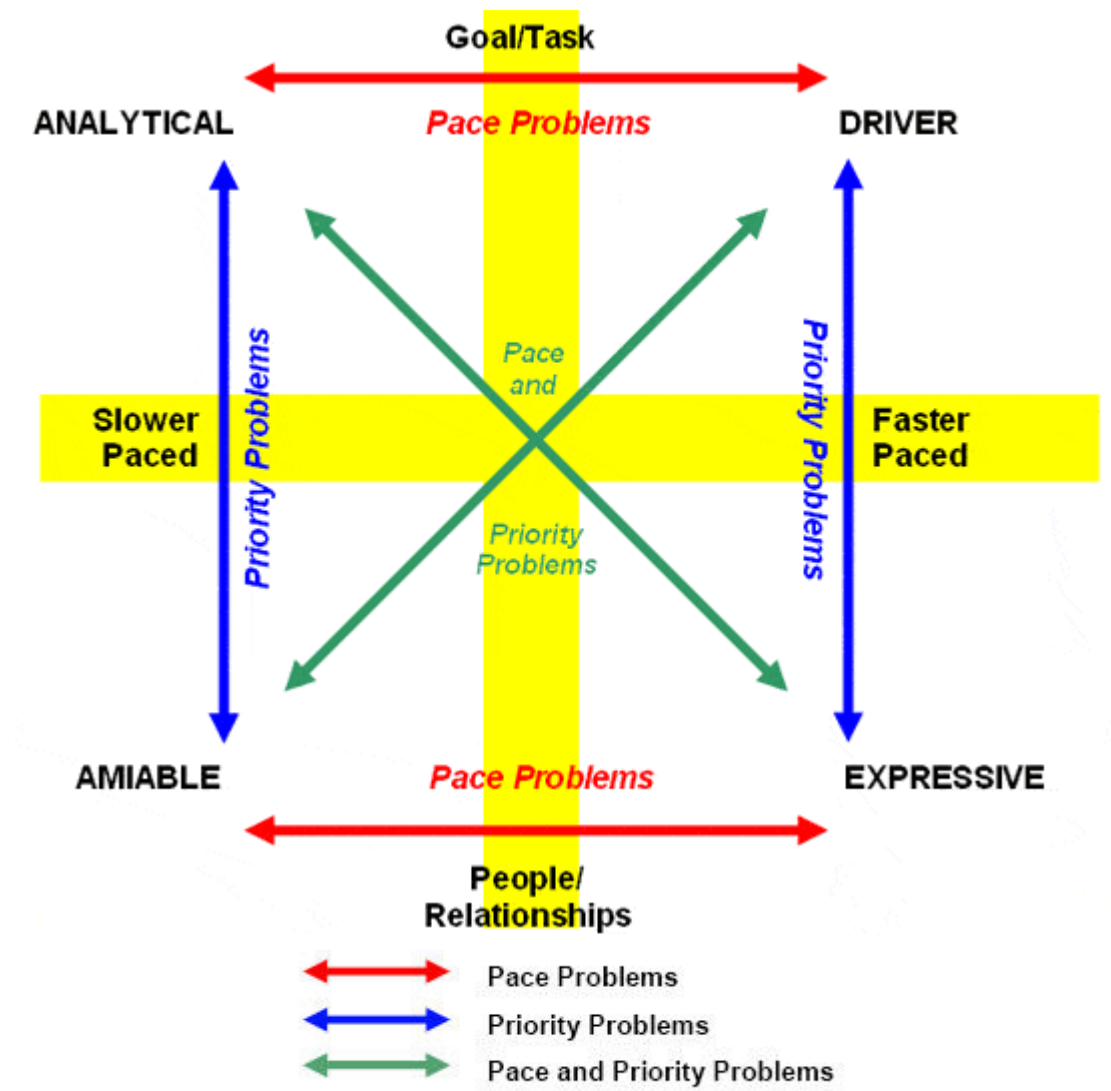
When interactions join styles that differ in **both** their pace and priority preferences (a diagonal relationship on the model graphic), things really get interesting! Here the probability of relationship tension is even greater. This occurs in the Driver and Amiable relationship, as well as in the Expressive and Analytical relationship.

Take the case of the Driver and Amiable interaction: the Driver should try to show some concern for people rather than appearing to treat them only as a resource toward goal accomplishment. The Amiable should try to show more concern for task completion, even if it means putting the personal relationships aside temporarily. Both individuals should also attempt adjustments in pace and perhaps, meet in the middle with a moderate pace.

The same applies to the Expressive and Analytical relationship. Adjustments should be made in both pace and priority.

The key to managing tension is to know when to expect pace and priority problems, and have a strategy to prevent or deal with these difference.

Tension Among the Styles Model



Action Plans With All Four Styles...

AMIABLE TRAITS...	SO YOU...
Concerned with stability	- Show how your idea minimizes risk
Think logically	- Show reasoning
Want documentation and facts	- Provide data and proof
Like personal involvement	- Demonstrate your interest in them
Need to know step-by-step sequence	- Provide outline and/or one-two-three instructions as you personally "walk them through"
Want others to notice their patient perseverance	- Compliment for their steady follow-through
Avoid risks and changes	- Give them personal assurances
Dislike conflict	- Act non-aggressively, focus on common interest or needed support
Accommodate others	- Allow them to provide service or support for others
Look for calmness and peace	- Provide relaxing, friendly atmosphere
Enjoy teamwork	- Provide them with a cooperative group
Want sincere feedback that they're appreciated	- Acknowledge their easygoing manner and helpful efforts, when appropriate

EXPRESSIVE TRAITS...	SO YOU...
Concerned with approval and appearances	- Show them that you admire and like them
Seek enthusiastic people and situations	- Behave optimistically and provide upbeat setting
Think emotionally	- Support their feelings when possible
Want to know the general expectations	- Avoid involved details, focus on the "big picture"
Need involvement and people contact	- Interact and participate with them
Like changes and innovations	- Vary the routine; avoid requiring long-term repetition by them
Want others to notice THEM	- Compliment them personally and often
Often need help getting organized	- Do it together
Look for action and stimulation	- Keep up a fast, lively, pace
Surround themselves with optimism"	- Support their ideas and don't poke holes in their dreams; show them your positive side
Want feedback that they "look good"	- Mention their accomplishments, progress and your other genuine appreciation

ANALYTICAL TRAITS...	SO YOU...
Concerned with aggressive approaches	- Approach them in an indirect, non-threatening way
Think logically	- Show reasoning
Seek data	- Give it to them in writing
Need to know the process	- Provide explanations and rationale
Utilize caution	- Allow them to think, inquire and check before they make decisions
Prefer to do things themselves	- When delegating, let them check on others' progress and performance
Want others to notice their accuracy	- Compliment them on their thorough-ness and correctness when appropriate
Gravitate toward quality control	- Let them assess and be involved in the process when possible
Avoid conflict	- Tactfully ask for clarification and assistance you may need
Need to be right	- Allow them time to find the best or "correct" answer, within available limits
Like to contemplate	- Tell them "why" and "how"

DRIVER TRAITS...	SO YOU...
Concerned with being #1	- Show them how to win, new opportunities
Think logically	- Display reasoning
Want facts and highlights	- Provide concise data
Strive for results	- Agree on goal and boundaries, then support or get out of their way
Like personal choices	- Allow them to "do their thing," within limits
Like Changes	- Vary routine
Prefer to delegate	- Look for opportunities to modify their work-load focus
Want others to notice accomplishments	- Compliment them on what they've done
Need to be in charge	- Let them take the lead, when appropriate, but give them parameters
Tendency towards conflict	- If necessary, argue with conviction on points of disagreement, backed up with facts; don't argue on a "personality" basis

How to Adapt to the Different Behavioral Styles

THE DRIVER STYLE

They're time-sensitive; so don't waste their time. Be organized and get to the point. Give them relevant information and options, with probabilities of success. Give them written details to read at their leisure – all on a single page.

The Driver Styles are goal-oriented, so appeal to their sense of accomplishment. Stroke their egos by supporting their ideas and acknowledge their power and prestige. Let the Driver call the shots. If you disagree, argue with facts, not feelings. In groups, allow them to have their say because they are not the type who will take a back seat to others.

With the Driver Style, in general, be efficient and competent.

At Work – Help Them To

- More realistically gauge risks
- Exercise more caution and deliberation before making decisions
- Follow pertinent rules, regulations, and expectations
- Recognize and solicit others' contributions
- Tell others the reasons for decisions
- Cultivate more attention/responsiveness to emotions

Sales and Service Strategies with Driver Styles

- Plan to be prepared, organized, fast-paced, and always to the point
- Meet them in a professional and businesslike manner
- Learn and study their goals and objectives – what they want to accomplish, how they currently are motivated to do things, and what they would like to change
- Suggest solutions with clearly defined and agreed upon consequences as well as rewards that relate specifically to their goals
- Get to the point
- Provide options and let them make the decision, when possible
- Let them know that you don't intend to waste their time

In Social Settings

- Convey openness and acceptance of them
- Listen to their suggestions
- Summarize their achievements and accomplishments
- Give them your time and undivided attention
- Appreciate and acknowledge them when possible

THE EXPRESSIVE STYLE

The Expressive Styles thrive on personal recognition, so pour it on sincerely. Support their ideas, goals, opinions, and dreams. Try not to argue with their pie-in-the-sky visions; get excited about them.

Expressives are social-butterflies, so be ready to flutter around with them. A strong presence, stimulating and entertaining conversation, jokes, and liveliness will win them over. They are people-oriented, so give them time to socialize. Avoid rushing into tasks.

With the Expressive Styles, in general, be interested in *them*.

At Work – Help Them To

- Attend to key details and improve their follow-through efforts
- Monitor socializing to keep it in balance with other aspects of life
- Write things down and work from a list, so they'll know what to do when
- Prioritize activities and focus on tasks in order of importance
- Become more organized and orderly in the way they do things
- Get the less appealing tasks of the day over with early
- Pay more attention to time management of activities
- Check to make sure they're on course with known tasks or goals

Sales and Service Strategies with Expressive Styles

- Show that you're interested in them, let them talk, and allow your animation and enthusiasm to emerge
- Take the initiative by introducing yourself in a friendly and informal manner and be open to new topics that seem to interest them
- Support their dreams and goals
- Illustrate your ideas with stories and emotional descriptions that they can relate to their goals or interests
- Clearly summarize details and direct these towards mutually agreeable objectives and action steps
- Provide incentives to encourage quicker decisions
- Give them testimonials

In Social Settings

- Focus on a positive, upbeat, warm approach
- Listen to their personal feelings and experiences
- Respond openly and congenially
- Avoid negative or messy problem discussions
- Make suggestions that allow them to look good
- Don't require much follow-up, detail or long-term commitments
- Give them your attention, time and presence
- Publicly and privately acknowledge them
- Focus on how glad you are when they succeed

THE AMIABLE STYLE

They are relationship-oriented and want warm and fuzzy relationships, so take things slow, earn their trust, support their feelings, and show sincere interest. Talk in terms of feelings, not facts. Amiables don't want to ruffle feathers. They want to be assured that everyone will approve of them and their decisions. Give them time to solicit co-workers' opinions. Never back an Amiable Style into a corner. It is far more effective to apply warmth to get this chicken out of its egg than to crack the shell with a hammer.

With the Amiable Style, in general, be non-threatening and sincere.

At Work – Help Them To

- Utilize shortcuts and discard unnecessary steps
- Track their growth
- Avoid doing things the same way
- Realize there is more than one approach to tasks
- Become more open to some risks and changes
- Feel sincerely appreciated
- Speak up and voice their thoughts and feelings
- Modify the tendency to do what others tell them
- Get and accept credit and praise, when appropriate

Sales and Service Strategies with Amiable Styles

- Get to know them more personally and approach them in a non-threatening, pleasant, and friendly, but professional way
- Develop trust, friendship, and credibility at a relatively slow pace
- Ask them to identify their own emotional needs as well as their task or work expectations
- Get them involved by focusing on the *human element*... that is, how something affects them and their relationships with others
- Avoid rushing them and give them personal, concrete assurances, when appropriate
- Communicate with them in a consistent manner on a regular basis

In Social Settings

- Focus on a slower-paced, steady approach
- Avoid arguments and conflict
- Respond sensitively and sensibly
- Privately acknowledge them with specific, believable compliments
- Allow them to follow through on concrete tasks
- Show them step-by-step procedures
- Behave pleasantly and optimistically
- Give them stability and a minimum of change

THE ANALYTICAL STYLE

They are time-disciplined, so be sensitive to their schedules. They need details, so give them data. They are task-oriented; so don't expect to become their friend before working with them. Friendship may develop later, but, unlike the Expressive Styles, it is not a prerequisite.

Support the Analytical Styles in their organized, thoughtful approach to problem solving. Be systematic, logical, well prepared, and exact with them. Give them time to make decisions and work independently. Allow them to talk in detail. In work groups, do not expect the Analyticals to be leaders or outspoken contributors, but *do* rely on them to conduct research, crunch numbers, and perform detailed footwork for group. If appropriate, set guidelines and exact deadlines. The Analytical Styles like to be complimented c their brainpower, so recognize their contributions accordingly.

With the Analytical Styles, in general, be thorough, well prepared, detail-oriented, business-like, and patient.

At Work – Help Them To

- Share their knowledge and expertise with others
- Stand up for themselves with the people they prefer to avoid
- Shoot for realistic deadlines and parameters
- View people and tasks less seriously and critically
- Balance their lives with both interaction and tasks
- Keep on course with tasks, with less checking
- Maintain high expectations for high priority items, not everything

Sales and Service Strategies with Analytical Styles

- Prepare, so that you can answer as many of their questions as soon as possible
- Greet them cordially, but proceed quickly to the task; don't start with personal or social talk
- Hone your skills in practicality and logic
- Ask questions that reveal a clear direction and that fit into the overall scheme of things
- Document how and why something applies
- Give them time to think; avoid pushing them into a hasty decision
- Tell them both the pros and cons and the complete story
- Follow through and deliver what you promise

In Social Settings

- Use a logical approach
- Listen to their concerns, reasoning, and suggestions
- Respond rather formally and politely
- Negative discussions are OK, as long as they aren't personally directed
- Privately acknowledge them about their thinking
- Focus on how pleased you are with their procedures
- Solicit their insights and suggestions
- Show them by what you do, not what you say

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